

Briefing used at the  
Armed Forces Staff College  
Norfolk, Virginia  
3 April 1972

What I intend to do today is to describe:

- What National Intelligence is
- Some of the mechanisms involved in its production
- Some of the attributes of National Intelligence
- How National Intelligence is communicated to the consumer

I will also discuss some of the recent changes in the Intelligence Community.

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Principal function of National Intelligence is to provide authoritative information and judgments about foreign developments to serve as a basis for the formulation and implementation of national security policy.

- Formal definition includes the statement that such intelligence usually concerns more than one department or agency and transcends the exclusive competence of any single agency or department.
- In this sense, it is the product of the US Intelligence Community.

The DCI, Mr. Helms, is the head of the US Intelligence Community and exercises this responsibility through the USIB. (Advisory)

- Members: the heads of the intelligence components of State (INR), DIA, NSA, AEC, FBI, and Treasury. Heads of service intel components are participating observers.
- Board and its several committees deal with the problems of coordinating national intelligence, intelligence priorities, collection, security, and the like.

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Again under the formal definition of National Intelligence as a Community product, there are three standard types of publications making up National Intelligence:

- Central Intelligence Bulletin (3 versions): Daily (telling it like it is) - three versions depending on sensitivity of information and the level of the national security consumers it is addressed to.
- National Intelligence Estimates (NIEs)--assessments of the factors affecting future developments abroad (telling it as it might well be).
  - Topics: Military programs of Soviets and Chinese, Political, Economic developments in any country of current policy concern.
- National Intelligence Surveys (NISs)--Basic, encyclopedic collection of relatively unchanging information about foreign countries. All aspects (telling it as it always has been and will be).

I have defined National Intelligence in its formal sense as coordinated intelligence transcending the exclusive competence of any single agency or department.

- In a broader sense, National Intelligence is that intelligence which bears on national security issues which are of concern to the NSC.
- Under this definition many more kinds of intelligence should be considered National Intelligence. These include a wide variety of memoranda, reports, and studies which are produced to meet the needs of US policy makers.

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Want to describe some of the attributes of National Intelligence:

- First, it is the end-product of the intelligence process...it involves taking what has been collected and processed...it involves the selection and analysis of fact, the exercise of judgment and expertise, and finally clear and concise presentation--either written or oral.
- The intelligence process is continuous.

- It must be rigorous and pertinent to the needs of the policy maker.
- It must be accurate, timely, and objective,<sup>a</sup> and must be based on all sources of information available regardless of their sensitivity.

Such words as accurate, clear, and rigorous need little explanation; others need some amplification.

- We must be selective in what we provide the policy maker... it must be relevant to his problems... his time is extremely limited and we must not waste it... we must be concise and unambiguous.
- Timely, we must get it to him when he needs it... if too late, it can tell him he made the right or wrong decision.
- Objective: doesn't mean we have the rarest of all virtues (pure objectivity). Does mean we try to act as a non-partisan counsellor and not as an advocate with a vested interest in one policy or another.
- All source: We have full access to the most sensitive technical clandestine and diplomatic information and this must be used--at least as background--in producing National Intelligence.  
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The subject matter covered by National Intelligence publications and other intelligence produced for the US policy makers is really determined by what is going on in the world and what is of concern to the National Security Council and its subordinate structure.

- Military, economic, political, etc.

As you know, the present Administration revived and expanded the NSC structure. The Intelligence Community, primarily through the CIA, participates fully in the NSC and its subordinate structure.

- I assume that you are all familiar with the various review groups, interdepartmental groups, and special.
- As a routine matter the DCI usually is asked to present a short briefing to the NSC on the intelligence aspects of the matter under consideration.
- The Director, or one of his deputies, participates in virtually all the meetings of the subordinate committees, groups, and panels of the NSC.
- The Agency contributes very fully to the preparation of responses to the National Security Study Memoranda.

It is through these mechanisms that we are kept aware of the formal requirements for intelligence support to the formulation of national security policy. In addition, we receive formal requests for special studies and reports. Furthermore, these meetings serve as an informal "market place" for requests and expressions of what is concerning policy makers.

On 17 February 1972 the NSC issued a revised set of Intelligence Directives to implement the President's memorandum of 5 November 1971 on the reorganization of intelligence.

- These Directives increased the DCI's responsibilities with respect to the management of all intelligence resources and established some new interdepartmental committees. Before this DCI had responsibility for the production of National Intelligence, the coordination of US foreign intelligence activities, and the establishment of priorities for the collection and

production of intelligence. The DCI is now responsible for preparing an annual consolidated intelligence program budget for all US foreign intelligence activities.

- To assist and advise him in this matter a new interdepartmental committee called the Intelligence Resources Advisory Committee was established.
  - The DCI chairs this committee which has representation from State, Defense, and OMB.
  - This committee is just getting organized and is considering the various program issues that it might study.

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The new Directives also establish the NSC Intelligence Committee to give direction and guidance on national substantive intelligence needs and to provide for a continuing evaluation of intelligence products from the viewpoint of the intelligence consumer.

- Kissinger is the Chairman, and members are the Attorney General, DCI, Under Secretary of State, Deputy Secretary of Defense, and Chairman/JCS.
- This committee has a working group which has selected four problem areas for study.

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Another new component was added to the NSC Staff called the Net Assessment Group (under Andrew Marshall) which has two functions:

- to review and evaluate all intelligence products.
- to arrange for net assessment studies on US capabilities vis-a-vis those of foreign governments constituting a threat to US security.

All these new organizations have just started work, and it is too early to say how they will work out.

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I would now like to describe some illustrative examples of the kinds of intelligence support we provide those who are responsible for the formulation and implementation of national security policy.

SALT example: Participation in the preparations of NIEs on the strategic forces of the USSR (sort of the bench mark of what exists)

- Discussions of how the Soviets might evade controls--Verification Panel
- Evaluation of our ability to monitor an agreement
- [ ] intelligence support to delegation--what's new and evaluations of what the Soviets are saying.
- In constant and secure communication [ ]  
[ ] to supply direct  
answers to questions as they are put. [ ]  
[ ] No restriction on  
sensitivity of information used.

National means of verification

Direct support to the NSC: one man on Kissinger's staff to act as liaison; three men integrated in NSC Staff; a large number of watch officers, in continuous contact with our Operations Center and those of other agencies.

Support to Flanigan's new group: Council on International Economic Policy--integrated staff man.

Support to Vietnam Peace Talks in Paris.

Support directly to Treasury, Commerce, and others outside intelligence community.

Support on dope problem.

*Note:  
used  
if time  
permitted  
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